Public Service Commission

Plan for 2017-18

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Government of Saskatchewan

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Statement from the Minister

The Honourable
Ken Cheveldayoff

Minister Responsible for the
Public Service Commission

I am pleased to present the Public Service Commission's Plan for 2017-18.

The Plan aligns with Government's direction and enables the Public Service Commission to deliver on its mission to ensure the Government of Saskatchewan has the workforce required to successfully deliver on its priorities and meet the needs of citizens.

Government direction and Budget for 2017-18 is focused on *Meeting the Challenge*, finding the right balance between addressing the deficit and ensuring that Saskatchewan people continue to have the programs, services, and infrastructure that they need. Government will deliver sustainable, high quality public services in the most cost-effective way possible.

As Minister Responsible for the Public Service Commission, I am proud of the expertise, guidance and support the Public Service Commission continues to provide to Government of Saskatchewan transformational change initiatives to ensure the sustainability of high-quality public services delivered in the most effective and efficient way possible.

The 2017-18 Plan focuses on acquiring and building effective leadership; improving employee engagement and performance; achieving a diverse and inclusive workplace; and improving employee health, wellness and safety. The work of the public service continues to be guided by its core values – showing respect and integrity; serving citizens; practicing excellence and innovation; and acting as one team.

In the coming year, I will work to ensure that the Public Service Commission operates within its financial parameters and a report on progress will be included in the Commission's 2017-18 Annual Report.

Response to Government Direction

The Government of Saskatchewan is committed to *Meeting the Challenge* of the current fiscal situation. In so doing, Government will continue to support and encourage economic growth, and ensure government services are affordable and sustainable in the long term. This will include pursuing transformational change so that Saskatchewan people have the programs, services and infrastructure they need now and in the future.

This focus will continue to advance Government toward the realization of Saskatchewan's Vision and goals.

Saskatchewan's Vision

"... to be the best place in Canada – to live, to work, to start a business, to get an education, to raise a family and to build a life."

Sustaining growth and opportunities for Saskatchewan people

Meeting the challenges of growth

Securing a better quality of life for all Saskatchewan people

Delivering responsive and responsible government

Saskatchewan's Vision and goals provide the framework for ministries, agencies and partners to align their programs and services and meet the needs of Saskatchewan's residents.

All ministries and agencies will report on progress in their 2017-18 annual reports.

Operational Plan

Mandate Statement

The Public Service Commission is the central human resource agency for the Government of Saskatchewan. The Commission provides leadership and policy direction to all ministries in order to enable a high-performing and innovative professional public service. The Commission works with ministries to ensure effective workforce management by supporting delivery of foundational services such as payroll, staffing and classification, and strategic support including labour relations and organizational development.

Mission Statement

The Public Service Commission ensures the Government of Saskatchewan has the workforce to successfully deliver on its priorities to meet the needs of citizens.

Government Goals

Sustaining growth and opportunities for Saskatchewan people

Meeting the challenges of growth

Securing a better quality of life for all Saskatchewan people

Delivering responsive and responsible government

Ministry Goal

Effective Leadership

Strategy

Acquire leadership capability

Key Action

- Provide proactive and targeted leadership recruitment services by evaluating targeted diversity recruitment efforts and continuing to pursue leaders from diversity groups; enhancing recruitment approaches; and strengthening connections to professional organizations, educational institutions, recruitment firms and other employers.

Strategy

Build leadership capabilities

Key Action

- Continue to enhance development programs for leaders by creating a multi-year leadership development plan; focusing on the inclusion of individuals who belong to diversity groups in leadership development programs; continuing the implementation of executive and management development programming; and strengthening leadership succession by aligning to strategic workforce planning and learning and development plans.

Performance Measure

The Public Service Commission closely monitors and analyzes a number of indicators to understand, manage and improve overall performance.

Government Goals

- Sustaining growth and opportunities for Saskatchewan people
- Meeting the challenges of growth
- Securing a better quality of life for all Saskatchewan people
- **Delivering responsive and responsible government**

Ministry Goal

High-Performing Employees and Organization

Strategy

Build and acquire employee capability

Key Actions

- Develop proactive recruitment capability by pursuing targeted recruitment of candidates who belong to diversity groups; implementing actions from the recruitment and staffing plan; strengthening connections to educational institutions, professional organizations, and recruitment firms; and creating an employee alumni network.
- Develop a learning and development strategy by creating a career progression system; creating a multi-year corporate learning and development plan; expanding the service-wide online learning system; and researching alternative training options.

Strategy

Build a comprehensive approach to employee recognition, compensation, pension and benefits which will differentiate the Government of Saskatchewan as a top employer

Key Action

- Continue efforts to review compensation structures and pay ranges; refine the classification and job evaluation systems; provide generic job descriptions for service-wide use; and develop a schedule for consistent review of job classification categories.

Strategy

Improve Government of Saskatchewan engagement

Key Action

- Support Government of Saskatchewan culture and engagement initiatives by researching new engagement survey administration tools, and supporting the development of ministry engagement action plans.

Strategy

Achieve a labour relations environment that supports government's business objectives

Key Action

- Lead and/or support collective bargaining for Executive Government, and Treasury Board Crowns, Agencies and Boards.

Strategy

Support Government of Saskatchewan's transformational change

Key Action

- Provide human resource support to ministry transformational change initiatives.

Performance Measures

Turnover Rates

Continue to monitor turnover rates against the industry average published by the Conference Board of Canada:

- Conference Board of Canada - Public Sector Turnover Rate for 2015-16 was 4.5 per cent.

Government Goals

Sustaining growth and opportunities for Saskatchewan people

Meeting the challenges of growth

Securing a better quality of life for all Saskatchewan people

Delivering responsive and responsible government

Ministry Goal

Inclusive Workforce

Strategy

Achieve a diverse workforce and inclusive workplace

Key Actions

- Begin implementation of the Inclusion Strategy; support ministries in their transition from diversity to inclusion; and continue service-wide Aboriginal Cultural Awareness training.
- Implement the Disability Employment Action Plan by continuing Disability Awareness training; continuing targeted training for human resource professionals and management; continuing to apply disability-based analysis to human resource policies, programs and services; as well as implement and evaluate the improved self-declaration process.

Performance Measure

Executive Government Service-Wide Workforce Representation by Diverse Employee Groups

The Commission will continue efforts to increase representation of diversity group members to more closely reflect Saskatchewan Human Rights Commission (SHRC) goals. These goals are based on the representative population of the province and are as follows:

- Aboriginal representation SHRC Goal is 14.0 per cent
- Persons with a disability representation SHRC Goal is 12.4 per cent
- Visible minority representation SHRC Goal is 6.6 per cent
- Women in middle management SHRC Goal is 46.0 per cent
- Women in senior management SHRC Goal is 46.0 per cent

Government Goals

Sustaining growth and opportunities for Saskatchewan people

Meeting the challenges of growth

Securing a better quality of life for all Saskatchewan people

Delivering responsive and responsible government

Ministry Goal

Health, Wellness and Safety

Strategy

Create a health, wellness and safety culture

Key Action

- Support an improved health, wellness and safety culture through partnering with the Safety Champions Council; evaluating the effectiveness of the incident reporting audit tool; continuing to deliver regular service-wide health and safety communications; implementing a holistic approach to sick leave, the Psychological Health and Safety in the Workplace Standards; and implementing the Be at Work Program (formerly the Disability Management Program).

Performance Measures

Executive Government Service-Wide Sick Leave Usage per Full-Time Equivalent (FTE)

The health, wellness and safety of the public service continues to be a high priority for the Government of Saskatchewan. Many of the key actions above are focused on reducing service-wide sick leave usage to seven days per FTE by March 31, 2018.

Executive Government Service-Wide Injury Rate

New measures and targets are presently being established.

Highlights

2017-18 Budget Highlights:

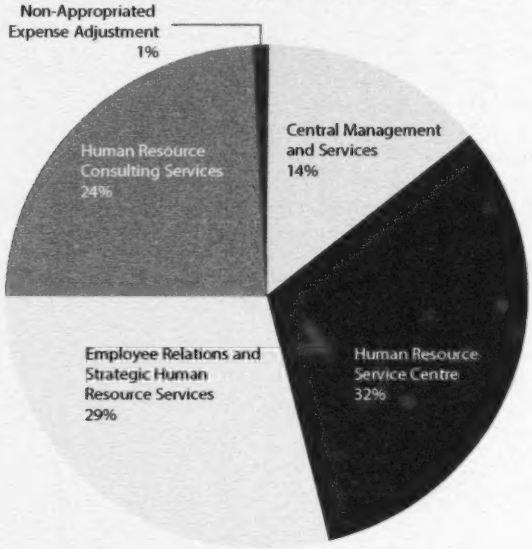
- Implement an inclusion strategy, including continued Aboriginal cultural awareness training to support an inclusive workplace.
- Improve health and safety through the Psychological Health and Safety in the Workplace Standards and Be at Work Program to create a wellness culture and reduce costs associated with time loss due to illness or injury.
- Provide human resource support to Government of Saskatchewan's transformational change initiatives to ensure the sustainability of high-quality public services delivered in the most effective and efficient way possible.
- Build proactive and targeted leadership recruitment services; enhance leadership development and strengthen leadership succession to ensure the public service has the leadership capacity required.
- Strengthen employee recruitment services, learning and development, and improve employee engagement to ensure the public service has high-performing employees able to serve citizens.

Financial Summary

2017-18 Estimates	(in thousands of dollars)
Central Management and Services (PS01)	5,008
Human Resource Service Centre (PS06)	10,942
Employee Relations and Strategic Human Resource Services (PS04)	9,856
Human Resource Consulting Services (PS03)	8,139
Total Appropriation	**33,945**
Capital Asset Acquisitions	-
Non-Appropriated Expense Adjustment	350
Total Expense	**34,295**
FTE Staff Complement	**295.1**

For more information, see the Budget Estimates at: http://www.saskatchewan.ca/budget

Percentage of Total Expenditures for 2017-18


Non-Appropriated Expense Adjustment 1%
Central Management and Services 14%
Human Resource Consulting Services 24%
Employee Relations and Strategic Human Resource Services 29%
Human Resource Service Centre 32%

For More Information

Please visit the Ministry's website at https://www.saskatchewan.ca/government/government-structure/boards-commissions-and-agencies/public-service-commission